



Business & Social Science
IJRBS

Research in Business & Social Science

IJRBS VOL 9 NO 5 ISSN: 2147-4478

Available online at www.ssbfn.net

Journal homepage: <https://www.ssbfn.net/ojs/index.php/ijrbs>

Effect of talent management on service delivery in the hospitality industry: A critical approach to learning and development process

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ARTICLE INFO

Article history:

Received 20 August 2020

Received in rev. form 04 Sept. 2020

Accepted 07 September 2020

Keywords:

Learning, Employee Development,
Service Delivery, Hospitality Industry,
Talent Management.

JEL Classification:

O15

ABSTRACT

Talent management impacts on service delivery in the hospitality industry. The aim of the study was to assess the effect of learning and development on service delivery in the hospitality industry in Nyeri County, Kenya. The study employed a cross-sectional survey design to determine the relationship between the variables. The target population was 310 employees of three hotels who comprised of supervisors, room stewards, food and beverage managers, waiters, storekeepers, and chefs in three hospitality establishments in Nyeri County. The research used a stratified sampling technique to select 104 participants for the study. The main instrument for data collection was a semi-structured questionnaire. The findings of the study revealed that learning and development have a significant and positive influence on service delivery. The study recommends that organizations should stress and develop robust learning and development interventions to mitigate performance-related challenges, realize the desired quality service delivery and stability, and gain a competitive edge. It is hoped and desired that this journal will lead to a supplementary examination of the benefits of this refocus on talent and management, including the development of useful definitions.

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Introduction

The need for effectiveness of any transactions or trade, resources are of great need i.e. machines, technology, money, and human resource. (Raman, Chadee, Roxas, & Michailova, 2013) explain that human resource is the most vital factor that plays a major role of planning and application of all the others. In the past, human resource was considered as just another factor of production. However, in contemporary society, further values have been bestowed to the human resource grounded on the structure of a company (Kontoghiorghe, 2016). In many organizations, human resources are viewed as talent that need to be developed and managed.

In the hospitality industry, talent is considered as a vital and crucial ingredient for the success of any firm. Of late, business executive teams, as well as owners, have discovered that, rather than having financial challenges; companies frequently were disadvantaged by the absence of talent. Global institutions have realized that the challenges they face and the approach by different businesses differ to a greater degree (Raman et al., 2013). There was a desire to evolve the appropriate talent to achieve an accustomed strategy or accordingly accord with the cropping up business challenges. Some of the companies view a few essential employees as their talent whereas others affirm and consider every employee to be part of their talent group (Kasemsap, 2016). Management of talent was usually respected as a sell short of the human resource administration plan relied upon by an organization. Businesses have come to accept that to increase performance, the human resources at their disposal of the organization must be utilized prudently (Thunnissen, 2015).

According to (Meyers, Christina, van Woerkom, & Dries, 2014) the procedure of developing a talent consists of changing an organization, the employees, teams, and stakeholders through unplanned and planned, to learn to attain and ensure a competitive edge for the organization. Previously, businesses have adopted several unique strategies to approach business growth and development (Makworo, Muhoho, & Mugambi, 2019). Similarly, Raman, et al. (2013) and Rauch and Rijdsdijk (2013) report the capability to the ability to comprehend the development of talent strategies to enable organizations operate successfully in the market

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<https://doi.org/10.20525/ijrbs.v9i5.857>

place. Thus, organizations that advance learning and development, with the practice of proper learning and development that starts with workers. They strive to locate employees who need learning and development, the period for learning, and the level needed. Likewise, Randhir (2018) notes that organizations with first-class strategies for learning and development can show the needs of employees in enlightening and unequivocal terms.

Rauch and Rijdsdijk (2013) and Al Ariss, Cascio, & Paauwe (2014) reported of a major need for learning and development as consequence of rampant changes in the market that must be met with appropriate mechanisms towards gaining a competitive edge. The worthiness of learning and development in such scenarios must be realized because for an organization to remain competitive, it must acquire new skills and knowledge thus new procedures of operations resulting in quality service delivery. (Jago & Deery, 2015; Al Ariss et al., (2014); Abuya & Shale, 2018). Today's market, learning, and development were in a large way proving to be vital towards the management of talent efforts in various firms around the world. Barkhuizen (2014) states that some organization, learning, and development was termed as a pivotal procedure process applied in minimizing leadership-related gaps for crucial positions providing an opportunity for the best talents to sharpen their skills for future roles (Collings, 2014; Barkhuizen, Welby-Cooke, Schutte, & Stanz, 2014).

Developing countries in Africa have experienced the loss of experts as well as professionals in developed nations like the USA, UAE, England, and Canada due to inadequate development opportunities (Sparrow & Makram, 2015). Being unable to spot, hire, and keep professionals or experts leads to several challenges such as un-competitive payment and unhealthy working conditions. In Ghana, observed that there was (Ayentimi, Burgess, & Dayaram, 2018). a training mismatch in the hospitality industry due to the absence of regulation and effective apprenticeship programmes, use of out-dated training programmes, and underinvestment in education and training. Such challenges are bound to have a negative implication on the quality of services delivered in the African hospitality sector leading to lack of competitiveness.

The hospitality industry in Kenya remains to be a key source of government revenue with both domestic and foreign travel spending accounting for 62% and 38% respectively as far as direct Travel and Tourism are concerned (Abuya & Shale, 2018). The country has been realizing exponential growth in revenues, wherein 2018; an estimated \$1.3 billion was collected (Makworo, Muhoho, & Mugambi, 2019). Despite this, they also emphasize that the industry faces a lot of challenges, it has shown resilience and not extremely affected by market volatilities; employee retention and performance translating into massive losses. Just to cite a few Specifically Sarova, Hilton, Serena among the giants have experienced negative employee talent retention and performance. In Nyeri County, the Fairmont Kenya Safari Club, Outspan Hotel, and Naro Moru River Lodge have recorded the reduction in service delivery and performance. This study therefore seeks to investigate by providing empirical evidence concerning the effects of talent management on service delivery within the hospitality industry in Nyeri County.

Literature Review

Theoretical background

The current study applied the SERVQUAL model that utilizes the five generic dimensions, including empathy, tangibility, responsiveness, reliability, and assurances. Several service providers in various industries have employed the SERVQUAL model to conclusively evaluate their facilities alongside employee abilities in meeting consumer expectations (Teck-Hong and Yong-Kean, 2012). In the contemporary business environment, organizational success was based on its ability to meet the expectations of clients consistently. According to Minb and Huu (2016), client satisfaction was a crucial objective that business entities give priority to achieving lasting relationships with customers. In agreement, Yarimoglu (2014) reported that service quality was measured by analyzing the different gaps in delivery, communications, knowledge, the overall quality, and policy.

The degree in excellence in service is anchored on perception; the quality in the hospitality industry regards the customers' all-round service experience. According to Zammuto, Keaveney and O'Connor (1996) and Parasuraman, Zeithaml and Berry (1988), service excellence can be construed as the judgment of a customer concerning an entity's overall superiority or experience and can be anchored on the appraisal of several services engaged in by clients visiting hotels and clubs. The service excellence of a company was the level or extent to which the hotels can satisfy the needs of customers. SERVQUAL means service quality as the gap (contrast) between the expectation of a client for a service offering and the client's perceptions of the service received. Gibson (2009) argues that four major themes provide crucial hints of realizing efficient service quality control.

Therefore, efficient service quality can be cast conjured up in terms of four key gaps or discrepancies regarding executive perceptions roles related to service delivery to clients and executive perceptions of service quality (Zeithaml, Parasuraman and Berry, 1990). The four broad gaps or themes were as follows:

- Gap 1: Customer Expectation—Management Perception;
- Gap 2: Management's Perception—Service Quality Specification;
- Gap 3: Service Quality Specification—Service Delivery;
- Gap 4: Service Delivery—External Communication; and

- Gap 5: Expected service-perceived service gap

Three scholars, Zeithaml, Parasuraman, and Berry (1990) came up with the notion that the initial four gaps were considered to be of paramount supporters to the gap(s) between customer perception and client expectation, which was marked as Gap 5. Besides, all four gaps affect the overall gap between the expectations of customers and service quality perception (Gap 5). For example, if the discrepancy between management perception and customer expectation (Gap 1) which regards the misconceptions of the organizational administration about customer expectation was all greater, the overall gap (Gap 5) was bound to be greater due to resources being directed to aspects of service quality that customers consider not being important. Gap 2 entails the gap between awareness of expectations of customers and the translation of such awareness into viable and appropriate service standards (Parasuraman et al., 1988; Zeithaml, Parasuraman, & Berry, 1990), which, if positively influenced, plays a critical role in reducing Gap.

According to Zeithaml et al. (1990), Gap 3 occurs when the firm's service delivery performance fails to meet the standards, which suggests that it, does not meet or achieve customers' expectations (Gap). In the context, it suggests the value of having the right systems and employees to realize the companies service standards and foster quality service delivery (Gap 3), which has a significant effect on the customers' perception of service quality (Gap 5). From the model, Gap 4 entails the discrepancy between external communication and service delivery about it. In the context, when hotels deliver services as promised, Gap 4 becomes narrowed and the also affects the assessment of service quality (Gap 5) by clients. At this stage we shall try to define the concept of talent management as the collective use of the specifically deferent conceptions of knowledge management and talent management to resolve human performance problems in the achievement of organizational objectives particularly, service delivery in hospitality industry. Therefore, this refers not only to the effective management of only the top performers but to the effective integration of knowledge management into the paradigm. Talent management means the effective management of all human resources, who embody an organization's knowledge capital and capability in generating, acquiring, storing, transferring, and applying knowledge in support of company goals and objectives for competitive advantage; especially in the rapidly changing global knowledge-based economy.

Not much study has been conducted in the hospitality industry on talent management and on the predominantly theoretical perspective on active talent management in practice is largely dependent upon human talent management and especially upon such practical components as recruitment of talent, knowledge sharing, performance management, training, coaching and mentoring, succession planning, development of local and global leadership competencies as well as rewards management. As Schiemann (2014) noted, many employees are regrettably leaving companies due to inadequate attention to active talent management by not exposing the employees to deliberate learning and development.

Learning, Development and Service Delivery

According to Thunnissen and Gallardo-Gallardo (2015), learning and development is a procedure that positively impact on organizations to enable employees work experience alongside the right qualifications when needed by an organization for quality service. In the context, Cappelli and Keller (2014) and Collings (2014) report the human resource department was at the epicentre of enticing talent and appraisal of personnel. Also, the human resource department should create and manage a talent pool through constant training on important skills required by the organization at the moment and in future to attain full exploitation of potential for the organizational improvement (Sparrow & Makram, 2015; . According to research conducted on skills and development by Ingram (2016) that aimed at checking on the role that government plays in training, the report revealed stumbling blocks that the various governments face in implementing training programs (Al Ariss, Cascio, & Paauwe, 2014). Furthermore, the report revealed that many governments prioritized policy compared to approaches meant towards realization of these policies (Ingram, 2016). The research concluded that Africa was far from addressing the challenges of skill development.

The study further revealed a lack of approaches to tackle the challenges of skill development in the informal sector which was the backbone of most countries in Africa (Barkhuizen, Welby-Cooke, Schutte, & Stanz, 2014; Jago & Deery, 2015; Kontoghiorghe, 2016). Changes were needed both in the public and private sectors, training skills that add value to the workforce. Research reveals that poor learning and development of the workers impacts effective performance (Barkhuizen, 2014; Al Ariss, Cascio, & Paauwe, 2014). The right approaches must result in the promotion of learning and development for increased organizational performance. The development of talent was so important in gaining a competitive advantage in firms. Furthermore, Cappelli and Keller (2014) and Collings (2014) states that creating as well as developing the managers' abilities, keeping the best talent, focussing on the shortages of administrative talent, and creating succession pool depth the critical challenges that human resource and business leaders face.

Cappelli and Keller (2014) and Barkhuizen, Welby-Cooke, Schutte, and Stanz (2014) argue that by rightly managing the talent procedures results in a sustained competitive edge. Therefore, Raman, Chadee, Roxas, and Michailova (2013) observe that it reflects the firm's processes of enticing, keeping, motivating, managing, and rewarding talent. The talent in an successful organization makes use of abilities that were hard for competitors to replicate. On the same, talents give a potential long-term competitive edge that assists an organization realize the value of its management and integration into the business strategy for excellence (Collings, 2014; Rauch & Rijdsdijk, 2013). Furthermore, Schiemann (2014) and observe that management of talent was important in bringing along performing groups with increased innovation that solves challenges facing the organization.

Conceptual framework of the study

In the figure 1 bellow explains a kind of relationship between variables in this study. This presents a conceptual model congruent with the study because of its clarity and ease in understanding. The Independent Variables (IV) of talent detainment, talent attraction, career administration and learning was pivotal in the study. They had influence on service delivery in the hotel industry as the (DV) dependent variable. The government policies ;(EV) extraneous variable.

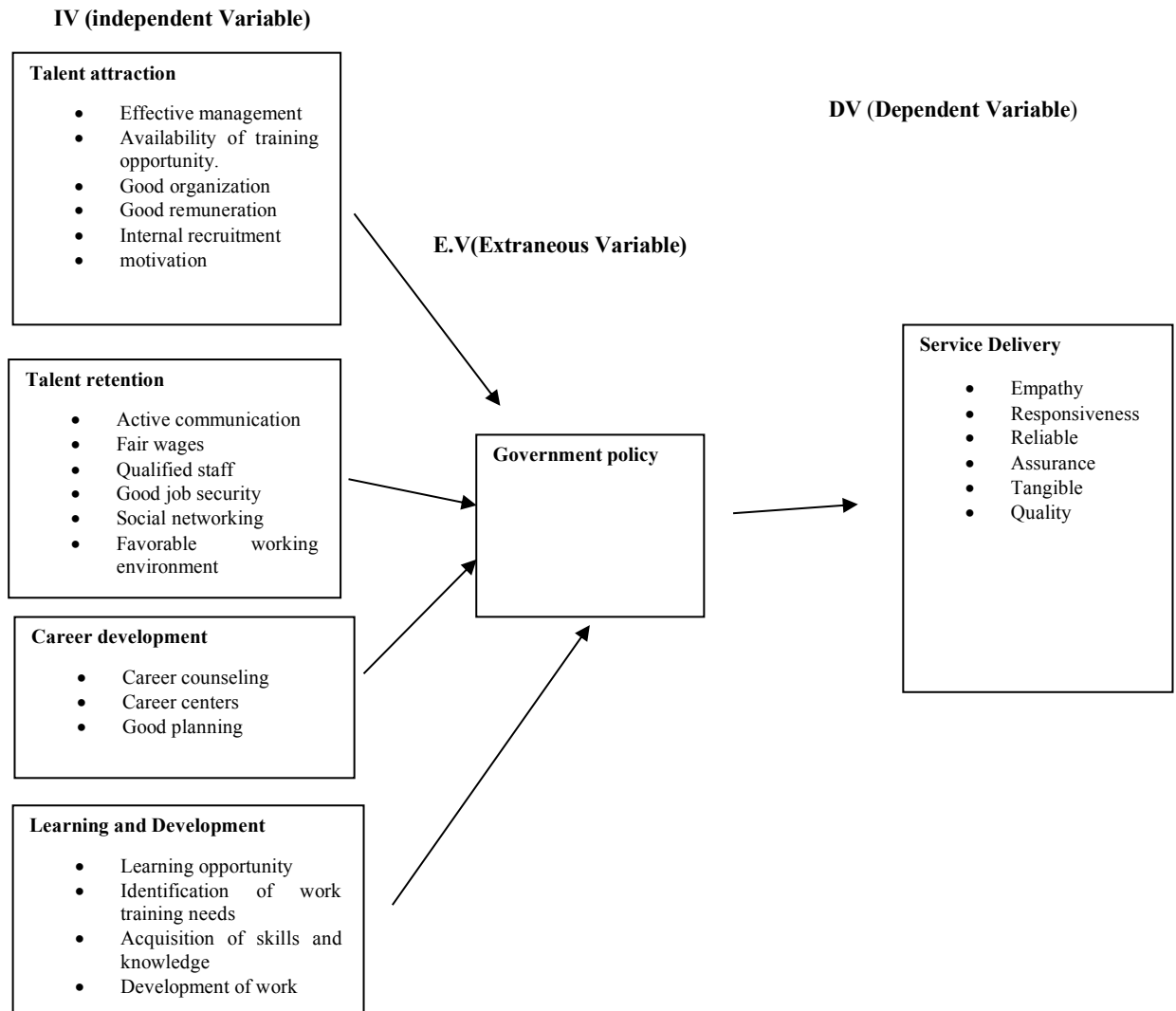


Figure 1: Conceptual Model

Research and Methodology

The research utilized a descriptive research design and combined both quantitative and qualitative approaches. It targeted the population of employees from three hotels in Nyeri County, namely: The Naro Moru River Lodge, the Fairmont Mount Kenya Safari Club, and the Outspan Hotel. The three hotels had a total of 310 employees working in different departments; hence, constituting the target population for the proposed research. The study adopted a stratified sampling to select a sample of 104 respondents from the three hotels. The three hotels were treated as strata and a sample that is proportional to the total number of staff was selected from each. The sample size was arrived at using the sample formula proposed by Nassiuma (2000).

Table 2: Sample size

Firm	No. of workers	Percentage of Sample	Sample per stratum
Naro Moru River Lodge	40	13.00%	14
Outspan Hotel	90	29.03%	30
Fairmont Mount Kenya Safari Club	180	58.06%	60
Total	310	100%	104

In the study, data was collected using a semi-structured questionnaire and analysed using descriptive statistics and the thematic content analysis technique. The variables in the research analyzed were the effects of talent retention, talent attraction, career development, and learning and development as independent variables. A pilot study was first carried out on 12 employees drawn from Fairmont Mount Kenya, Naro Moru River Lodge, Outspan Hotel, and Safari Club to assess the validity and the reliability of the questionnaires. The pilot data confirmed that the instrument had acceptable level of validity and reliability and thus could be effectively applied for the determination of the research issues.

Empirical data and analysis

A total of 104 questionnaires were used in the study, 80 of them were fully filled and returned representing 76.9% overall response rate. About 40 of the respondents were in managerial position while 60% were operational staff.

Learning and development

Learning and development was the independent variable of the study. It was measured using a five-point Likert scale assessing various items including learning and development strategies, learning and development need identification, acquisition of new knowledge, in-house development programme, coaching by the line managers, leadership skill development, business skill development, and e-learning. The findings were recorded in Table 1 below

Table 1: Learning and Development Result

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agreed
The organization provides appropriate learning and development mechanisms and strategies.	4.20%	5.80%	5.30%	50.70%	34.00%
The firm I work for identifies workers who require learning and development and the appropriate level.	3.20%	3.80%	6.10%	56.70%	30.20%
The company allows workers to continuously attain new skills and knowledge on how to perform their roles.	6.70%	5.70%	3.70%	53.60%	30.30%
The firm applies in house training & development activities and programs.	4.40%	3.70%	4.50%	61.20%	26.20%
The line managers coach employees on how to deliver the best service quality.	3.10%	2.90%	2.70%	58.90%	32.4%
In the company, leadership skills were taken seriously.	0.80%	1.00%	5.60%	57.30%	35.30%
Business development skills were valued in the company.	2.60%	4.50%	2.80%	59.00%	31.10%
In the company, employees believe that e-learning was imperative to personal development.	2.30%	4.30%	3.50%	66.10%	23.80%
The firm emphasizes the development of teamwork skills.	3.40%	5.60%	6.90%	57.80%	26.30%

The study focused on determining whether the hotels and lodges exhibited the necessary learning and development strategies. The study reflected that better learning and development strategies contribute to better service delivery. As illustrated, 34.00% of the respondents submitted that their organizations had better learning and development strategies. However, 4.20% of the respondents disagreed while 5.30% remained neutral. The findings were consistent with those of Teck-Hong and Yong-Kean (2012), who reported that learning and development in an organization were critical to improved performance. Thus, organizations operating in a fast-changing business environment need to adapt to remain competitive. The value of training and development was essential in such a circumstance since acquiring a competitive edge means that organizations require new skills and knowledge. The findings on the investigation on whether the hotels were significantly engaged in establishing appropriate measures for learning and development; they may be contributing to the positive performance of the organizations.

The development of need identification was also assessed by the research. The study evaluated whether the sampled hotels and lodges conducted need identification for the training and the level of learning required by their employees before carrying out the training. It also sought to establish whether the companies were keen on identifying the employees who needed training before the training exercise. The study identified that learning and development need was crucial for service delivery. Findings reveal that 30.20% of the respondents submitted that their organizations identify personnel in need of learning before commencing their training. On the

other hand, 3.80% disagreed while 6.10% had a neutral stand. The findings supported those of Barkhuizen et al. (2014), Schiemann (2014), and Sparrow, and Makram (2015), who found that organizations practicing proper learning and development started with their employees. In other words, the companies identified employees who required learning, as well as development, the duration for learning and development, and the needed level of learning and development by employees. The findings of the current study implied that the sampled hotels were significantly engaged in the identification of employees requiring learning and development, and was likely to contribute positively to learning and development. Also, the findings implied that the hotels involved in the present investigation were actively involved in making the critical decision concerning learning and development which has significantly produced better holistic customer service delivery, thus customer satisfaction.

The research also focused on the acquisition of new skills and knowledge among employees of the sampled hotels. Besides, it sought to assess whether employees continuously acquired new skills and knowledge. The acquisition of new skills and knowledge was critical for learning and employee development. The appropriate learning and development occur when employees were allowed to learn new concepts and skills and employ them. Results revealed that 30.30% of the respondents submitted that employees continuously acquired and applied new knowledge and skills. On the other hand, 05.70% disagreed while only 03.7% neither agreed nor disagreed. The findings were consistent with those of Raman, Chadee, Roxas, and Michailova (2013), who found that in most companies, human resource departments were engaged in attracting and evaluating talented individuals with high potential for the organization. In the context, human resource managers have to create a talent pool by offering training in skills required by companies both presently and in the future to improve organizational performance. The results of the study implied that the sample hotels were actively engaged in the provision of new skills and knowledge, and that could be contributing positively to learning and development. The findings also suggested that by mastering new strategies and methods of implementing activities significantly contributed to good customer service delivery thus leading to positive organizational performance.

The study also evaluated whether the sampled hotels and lodges embraced the In-house development program. The findings revealed that 26.20% of the respondents embraced the in-house development strategy while 04.4% strongly disagreed. Only 04.50% was neutral on the matter. The results of the study illustrate the significance and contribution of in-house development programs in the development of talents in an organization. The findings were supported by Cappelli and Keller (2014), who found that in-house based development programs were ranked as one of the top effective approaches to learning and development. The findings of the study implied that the sampled hotels apply in-house development programs that may be contributing positively to learning and development. As such, in-house development programs account for positive organizational performance.

Coaching by the line managers was also assessed among the sampled hotels and lodges. The study sought to determine whether the line managers conducted coaching in the organizations. The study determined that coaching by line managers was a critical element of learning and development. Coaching by line managers greatly contributes to the learning and development process in the organizations. Results from the study revealed that 32.4% of the respondents admitted that coaching was conducted by line managers in their organizations.

Besides, 2.90% disagreed while 2.7% maintained a neutral stand. The findings were consistent with Cappelli and Keller (2014), Al Ariss, Cascio, and Paauwe (2014), and Barkhuizen (2014) that coaching in an organization takes place between the supervisors and employees and was intended to examine the latter's performance, as well taking steps to correct ineffective performance and at maintaining the effective ones. The findings were also reinforced by Barkhuizen et al., (2014), Jago and Deery (2015), and Kontoghiorghe (2016), who stated that coaching was considered by many employees as the highest ranking in effective learning and development strategies and practices. The findings of the study implied that sampled hotels were striving to realize coaching by the top management; hence, contributing to service delivery and learning and development.

The study sought to determine how serious the listed organizations embraced leadership skills development and whether these companies recognized leadership skills developments as an important component of learning and development. The research therefore revealed that leadership skills were significant in the development of employee and was a factor embraced by organizations as a critical component of learning and development. According to the study results as illustrated in figure 01 above, 35.30% of the respondents submitted that their companies embraced leadership development and took it seriously. On the other hand, 1.00% of the respondents disagreed whereas 5.6% were undecided on the statement. The findings were reinforced by Al Ariss, Cascio, and Paauwe (2014), who found that talent development was a critical component in maintaining a competitive edge in an organization. The study further identified retaining high performers, developing manager capability, addressing management shortages, developing succession pool depth, and leadership was some of the challenges business leaders and human resource managers' face. The findings implied that the sampled hotels have laid down procedures and activities meant to improve leadership skills development; hence, contributing positively to learning, as well as development among employees. The study on the companies need in embracing highly valued business skills development investigation, the study revealed that 35.30% of the respondents submitted that their companies highly valued business skills development. Besides, 1.00% of them disagreed while 5.60% did not give an opinion on this. The findings were consistent with those of Sparrow and Makram (2015), who report the differentiation level of a business was the skills possessed by its employees. In the context, firms termed as industrial leaders devise mechanisms to attract, hire, and develop and retain top-performing talents. The findings of the study implied that the sampled hotels were actively engaged in business skill development; thus, contributing positively to learning and development, as well as customer satisfaction on service delivery.

The research attempted to determine whether the top management valued e-learning within their organizations. The study determined that e-learning was significant for learning and development among the listed companies.

The results revealed that 23.80% of the respondents admitted that their companies embraced e-learning while 6.6% disagreed while 3.5% maintained a neutral stand. E-learning plays a critical role in the development of talents, especially in the digital age. From the study, the majority of the organizations embraced and highly valued e-learning as a development component. The findings were corroborated by Cappelli and Keller (2014) and Collings (2014), who reported that E-learning was a critical element of learning and development. Also, the overall planning of the process of learning ought to be conducted adequately. The findings implied that the sampled hotels utilize E-learning that may be contributing positively to satisfied customers.

The respondents view on learning and development affect service delivery. The responses were expressed in the following quotations. One of the respondents indicated that; “there should be a committee and a policy for approving and planning learning and development initiatives to create more relevant skills for enhanced success.” Another respondent argued that “implementing on-job training was ideal for the organization I work for because workers were likely to remain productive to the hotel.” Furthermore, another participant asserted that “offering study leaves and scholarships would help the worker to significantly improve skills to impact hotels positively.” The findings were reinforced by Cappelli and Keller (2014) and Collings (2014), who found that learning and development offer the organization and employees with significant benefits in the long-run. Further, the study revealed appropriate learning and development contribute to significant employee knowledge leading to quality customer service delivery. The findings also corroborated Rauch and Rijdsdijk (2013) and Al Ariss, Cascio, and Paauwe (2014), who reported human resource department and senior managers, have the responsibility of ensuring proper planning and implementing of learning and development.

Results and Discussion in the Study

It is imperative to note that better learning and development strategies contribute to better service delivery. Many organizations operate on a fast-changing business environment need therefore need to adapt a competitive edge. The value of training and development can never be over emphasized. Since acquiring a competitive edge means that organizations require new skills and knowledge the dynamic economic situations. The hotels therefore significantly engaged in establishing appropriate measures for learning and development as tool for organizational management. This impact positively on the organizations’ performance.

The need identification for training in the hospitality industry from the sampled hotels and lodges revealed need for identification for training and the level of learning required by their employees before carrying out the training. It is important to note that companies or organizations were keen on identifying the employees before training. Organizations do practice proper learning and development of their employees. In other words, the company’s employee identification for learning as well as development is good for service delivery; the duration and level of learning and development by employees. The research investigation on the acquisition of new skills and knowledge among employees in the hospitality industry revealed that employees need continuous acquiring of new skills and knowledge. The acquisition of these new skills and knowledge is critical for optimum service delivery. The appropriate learning and development occurs when employees are allowed to learn new concepts and skills and apply them for the firm’s advantage.

Most companies and human resource departments were engaged in attracting and evaluating talented individuals and drawing to their organization. In the context, human resource managers have to create a talent pool by offering training in skills required by companies both presently and in the future to improve organizational performance. This implied that the sample hotels were actively engaged in the provision of new skills and knowledge, contributing positively to learning and development. Adopting new strategies and methods of implementing activities significantly contributes to good customer service delivery thus leading to positive organizational service delivery. On the other hand in-house development program as concerns the study revealed that the managers embraced this concept for strategic management. This illustrates the significance and contribution of in-house development programs in the development of talents in an organization.

Employee coaching by line managers greatly contributes to the learning and development process within the organizations. Coaching was conducted by line managers and takes place between the supervisors and employees with much intention to examine the latter’s performance, as well taking steps to correct ineffective performance. This shows that sampled hotels were therefore striving to realize coaching by the top management; hence, contributing to service delivery and learning and development.

The study further identified retaining high performers, developing manager capability, addressing management shortages, developing succession pool depth, and leadership as some of the challenges business leaders and human resource managers face. The sampled hotels have laid down procedures and activities meant to improve leadership skills development; hence, contributing positively to learning, as well as development among employees. In the context, firms termed as industrial leaders devise mechanisms to attract, hire and develop and retain top-performing talents. The issue of e-learning within top organizations management was cardinal to this study. The study determined that e-learning was significant for learning and development among the listed companies. From the study, the majority of the organizations embraced and highly valued e-learning as a development component. E-learning was a critical element of learning and development and contributes to significant employee knowledge leading to quality customer service delivery.

Based on the findings, discussion in the study, first and foremost in its recommendations; organizations should ensure their employees enjoy good workplace environment. This is because the practice impacts psychologically on their employees. For instance, the study indicated that employees working for the hotels and lodges think that these companies are the best concerning their provision of favorable working conditions. This, therefore, impacts on their workplace input, consequently benefiting the companies. Secondly, the hotels and lodges should continue applying talent retention strategies such as the provision of better salaries, monetary and non-monetary rewards. This is because, as the study established, organizational performance is dependent upon its level of talent retention. This study recommends that hotels and lodges should adopt career management practices such as career centers and mentors. This is because of its proven ability to enhance employee input and, consequently, organizational performance.

The study also recommends that the hotels and lodges should embrace learning and development practices such as acquisition and mastery of new skills and knowledge and development of new programs that enhance organizational performance. Generally, though, this paper puts more emphasis on adopting talent management practices such as employee attraction and retention, employee learning and development, and employee career management. This is because these practices produce superior organizational performance

Conclusions

Based on the findings and discussion on the effect of talent attraction on organizational performance, this study concluded that talent attraction had a positive influence on the organizational performance of the hotels and lodges. Thus, talent attraction practices such as employee engagement and participation in the organization's decision-making process, conducive workplace conditions, and good salaries, among others motivate employees. Consequently, they positively influenced the performance of the hotels and lodges. Moreover, the hotels and lodges have excellent organizational performance that can be attributed to effective talent-management programs and policies in place. This implies that companies must invest in proper employee retention practices to be successful. Such practices include the provision of competitive salaries, monetary and non-monetary rewards, employee-friendly recruitment policies, and flexible working hours.

By applying these practices, companies can achieve increased organizational performance due to increased employee motivation. Based on research findings and discussion, this research further concludes that talent retention has a positive influence on organizational performance. Its impact supersedes employee attraction. Furthermore, considering the study findings and discussion, the hotels and lodges have optimal organizational performance due to the existence of effective employee learning and development practices. The firms have established programs that enhance their staff to acquire and master new skills and knowledge, identify employees in need of learning and development programs, and provide departmental development programs. Similarly, it was observed that due to the existence of effective career management practices among the hotels and lodges, they had an optimal organizational performance. According to the study, it was established that employee career management practices such as the establishment of career centers and mentors had a positive impact on organizational performance. The study recommends that hotels and lodges should adopt career management and development practices with dedicated career centers and mentors. That is because of its proven ability to enhance employee input and, consequently service delivery. The hotels and lodges should embrace learning and development practices such as acquisition and mastery of new skills and knowledge and development of new programs that enhance service delivery. In addition, it was established that there was a possibility of other constituents of talent management that could enhance the service delivery of the hotels and lodges. Thus, the study recommends future studies to establish these additional constituents and their implications on service delivery as well as customer satisfaction. It was noteworthy that in the study, control variables in the conceptual model, such as the size of the hotels and lodges, were not considered. Thus, it was ideal for other researchers to incorporate such variables in establishing if the results can be generalized or not.

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